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DRAFT
11/30/55

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT: Recommendations for Area-Language Training

1. In the past eighteen months, the Office of Training has submitted several studies dealing with the area and language training problems of the Agency. Brief summaries of these studies are given in Tab A.

2. The experience of this Office indicates clearly that the existing deficiencies in linguistic skills and area knowledge will not be rectified unless the heads of the major components establish minimum standards in these fields and ensure that their personnel meet the standards of proficiency required of them.

3. It is recommended that the following concepts be approved in principal:

- a. That an Agency policy be expressed in a Notice regarding the establishment of minimum standards for linguistic skills and area knowledge. These standards to be determined by the Deputy Directors for Intelligence, Plans, and Support for personnel under their jurisdiction. (See Tab B for a draft of the Notice)
- b. That each Deputy Director will ensure that the career plans for his professional employees include consideration for area and language training.
- c. That the Agency establish the incentive programs summarized in Tab A. By this means it will be possible to stimulate individual interest in the development and maintenance of area knowledge and language skills of continuing value to the Agency.
- d. That the Office of Training collaborate with the Deputy Directors of Intelligence, Plans and Support in the development of the standards and procedures necessary to implement this policy.

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MATTHEW BAIRD
Director of Training

Enclosures:

Tab A
Tab B

CONCURRENCES:

Deputy Director (Intelligence)

Date

Deputy Director (Plans)

Date

Deputy Director (Support)

Date

The recommendations contained in paragraph 3 are approved (disapproved).

Director of Central Intelligence

Date

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TAB A

SUMMARIES OF STUDIES ON LANGUAGE SKILLS AND AREA KNOWLEDGE TRAINING

1. 28 June 1954 - OTR Staff Study for DCI, subject, "Area and Language Training." Concludes that present facilities and arrangements for area and language training are inadequate and recommends that the DCI issue a policy statement which will provide the basis for establishing minimum standards in these fields for all employees requiring such knowledge and skills.
(The DDCI requested development of a program of action to put these recommendations into effect.)
2. 18 August 1954 - OTR Staff Study for DCI, subject, "Area and Language Training." Summarized previous OTR Staff Study and makes these recommendations:
 - a. DCI issue a policy statement requiring standards for competence in the fields of language and area knowledge for Agency personnel.
 - b. An ad hoc Qualifications Committee be established to define the degrees of competence required by Agency personnel in the two fields.
 - c. Training plans be outlined for each DD/P staff employee to include language and area training.
 - d. A scholarship program in area and languages be created for persons of outstanding talent in these fields for use anywhere in the Agency.
 - e. An incentive program be developed to apply to all persons acquiring language proficiencies with Agency sponsorship.
 - f. OTR expand its facilities to implement the recommendations.
(This was the program of action requested by the DDCI).
3. 19 August 1954 - AD/Pers memo for DDCI, subject, "Incentive Pay for Foreign Languages." Summarizes the pro and con of the incentive awards program suggested by OTR and recommends that the plan be given additional study.
4. 9 November 1954 - Memo to DDCI from Chief of Operations, DD/P, subject, "Incentive Pay for Foreign Languages." Recommends that consideration of any proposal of incentive pay for language

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training be postponed until the place of language training in the Agency's career development program is clear.

5. 8 December 1954 - OTR memo for DDCI, subject, "Incentive Pay for Foreign Languages." OTR concurs with the Clandestine Services' recommendation against the immediate adoption of an incentive pay plan. Concludes that the development of required area-language competence can be accomplished effectively only by establishing minimum standards of competence, and the insistence that personnel meet such standards through appropriate training. Offers the assistance of OTR to the heads of the major components in the development of minimum standards for area and language training for their personnel.
6. 5 July 1955 - OTR memo for DCI, subject, "Deficiencies in Foreign Language Skills Among Agency Personnel." Reiterates that the deficiency in language skills among Agency personnel is a serious deterrent to the quality and effectiveness of our intelligence effort. Points out that there has not been established specific requirements for language skills directly related to job qualification standards throughout the Agency, making it impossible to measure the language skill requirements of the Agency with any precision or to provide for the elimination of the deficiencies in an orderly manner. Requests approval of the DCI of the previous recommendations in the OTR staff study of 18 August 1954.
7. 4 August 1955 - OTR memo for DDCI (through DD/S), subject, "A Program for Encouraging Voluntary Development for the Agency's Language Resources." Prepared at the request of the DDCI, this study recommends re-consideration of an incentive awards program within the framework of the studies previously submitted on language and area training. The OTR requests "approval in principle" of the recommendations, pointing out that there are legal as well as budgetary problems to be resolved before the program could be put into effect.

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TAB B

NOTICE

TRAINING

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**AGENCY STANDARDS OF PROFICIENCY FOR FOREIGN LANGUAGES AND KNOWLEDGE
OF FOREIGN AREA**

1. The universal scope of Agency activities, clearly establishes a requirement for employees who possess professional competence in foreign languages and knowledge of foreign areas. The present level of proficiency throughout the Agency in these fields is considered inadequate.

2. It is the policy of this Agency that the heads of major components shall establish standards of proficiency in foreign linguistic skills and foreign area knowledge to be met by assigned individuals. These standards in each major component will be consistent with its functional responsibilities.

3. The Directors of Training and Personnel will provide technical assistance in the development of these standards. The Director of Training will ensure that language and area courses are responsive to the requirements of this Agency. Heads of major components will take full advantage of Agency training facilities to eliminate the existing deficiencies in foreign language skills and area knowledge.

ALLEN W. DULLES

Director of Central Intelligence

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